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Crime prevention and criminal justice

United Nations African Institute for the Prevention of Crime and the Treatment of Offenders

Report of the Secretary-General

Summary

The present report, prepared pursuant to General Assembly resolution 68/194, provides an overview of the activities implemented by the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders in conjunction with member States and partner agencies. The report describes the challenges posed by transnational organized crime and the efforts undertaken by African countries in responding to them. The report also highlights the value of evidence-based interventions in addressing the unique challenges encountered by Governments in fighting crime, as well as the need for concerted regional and international cooperation in that regard.

The report underscores the severity of problems associated with the activities of international organized criminal syndicates and the increasing use of modern information technologies for the commission of crimes. The report also highlights the importance of international technical assistance and support directed at building capacity to fight crime in Africa, as well as of the need for harmonization of national laws and policies and the exchange of best practices.

The report also describes the measures relevant to the funding of the Institute's programmes, which are aimed at reducing the impact of crime on development, and outlines proposals for strengthening the capacity of the Institute to meet the needs of the region in the area of crime prevention and criminal justice.

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I. Introduction

1. The present report, prepared pursuant to General Assembly resolution 68/194, describes the general crime situation in Africa, in particular its significant impact on strategic areas of development, peace and security. It underscores the increasing importance of international and regional cooperation and collaboration, including in areas of resource mobilization, capacity-building, information-sharing and best practices. The report emphasizes the need to continue to identify effective measures and calls for policy transformation, legislative developments and reforms in practices tailored to inform crime prevention measures. The report also outlines the severe financial constraints faced by the Institute and illustrates potential measures that could be undertaken, including providing support to the proposed coalition between the Economic Commission for Africa, the African Union, the African Development Bank and the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders and improving the capacity of the Institute to identify, recruit, retain and motivate qualified personnel, which is crucial for the implementation of crime prevention programmes.

2. The increasing sophistication of cybercrime continues to hinder the efforts of Governments to ensure stability, development and security. The cross-border character of such crime gives rise to unique challenges for law enforcement, such as jurisdictional concerns and criminal justice management, and requires the harmonization of national laws and procedures and the strengthening of responses to crime, including appropriate criminal justice initiatives consistent with the available regional and international legal frameworks and conventions. In order to effectively address the problem of crime, with particular emphasis on new and emerging trends and forms of crime, African Governments have been seeking to improve their technical capacities to facilitate a coordinated approach to cybercrime, to apply good practices from other regions and to harness the potential of regional and international cooperation, with a view to mobilizing funding and capacity-building support for crime prevention and criminal justice personnel and institutions. In that regard, support has been received in the areas of capacity-building programmes and training, awareness-raising and enhanced dialogue on the problem of cybercrime, including the exchange of best practices and information and the provision of mutual legal assistance.

3. Owing to the mounting global interest in pursuing tailored crime prevention approaches, there has been some success, particularly with respect to cooperation among governments and institutions in the areas of technical capacity and facilitating operations. The focus of national policies has been gradually shifting towards integrating and/or networking with the private sector, basing crime prevention and criminal justice interventions on evidence-based studies and expert analysis, developing the collection of statistical data on crime and promoting the adoption of legislation aligned with regional objectives and law enforcement practices. Therefore, institutions with specific mandates for research, training and capacity-building have a particularly important role. Cooperation in the areas of good governance, crime prevention and criminal justice has been increasing among the various regional economic and political bodies in all subregions of Africa, and the Institute, with its core mandate of promoting regional cooperation in the field of crime prevention and criminal justice, is well placed to contribute to those efforts.

II. Governance and management

A. Governing Board

4. The Institute's statute commits the States members of the Institute to acting and fulfilling their obligation to ensuring the Institute's good functioning. When the Institute was established 25 years ago, it was anticipated that sustained support from member States would be supplemented by donor support from other stakeholders. Since then, the Institute has successfully implemented a range of activities, albeit with significant challenges, including the implementation of programmes for crime prevention. Since its establishment, the Institute has received an increasing number of requests from member States for technical interventions, which were not accompanied by a corresponding increase in required resources. That decrease in capacity led to concern in the region that there should be a review of the Institute, whose outcome is now awaited.

5. Faced with a challenging situation with respect to the funding of the Institute, the Governing Board, at its next session, is expected to explore issues considered crucial for raising awareness of the Institute and the implementation of crime prevention programmes.

6. In recognition of the significance of the mandate of the relevant parties regarding the initiation and operationalization of that process, a considerable shift in the procedures and policy for the governance and management of the Institute is expected to take place, on the basis of which appropriate measures will be undertaken to address the identified challenges affecting the capacity of the Institute, which include the provision of funding support to substantive programme activities, as well as issues related to staff, consistent with the statutory requirements.

7. The Government of Uganda, the host country, has indicated its full support for a strengthened Institute, in accordance with the briefing made by the consultants, and has made a preliminary commitment to consulting prospective partners on the realization of this objective.

8. While the outcome of the review has not yet been submitted, bilateral discussions of this issue between the Government of Uganda and the Economic Commission for Africa have focused on bringing to an expeditious conclusion the processes leading to the realization of that objective, including the prompt convening of the next session of the Governing Board to expedite the discussion of the decisions relating to the Institute. The Institute is cooperating fully with the Chair of the Governing Board, member States, the host country and the consultants undertaking the review as they conclude the exercise.

9. The next session of the Governing Board will be convened upon receipt of the report of the review, which is expected in the course of the present year.

B. General direction and management

10. The Institute is working to strengthen cooperation with the Economic Commission for Africa and the United Nations Office on Drugs and Crime

(UNODC) in order to tap into available managerial and technical resources and the benefits that will accrue from networking with related continental mechanisms available at the African Union and the African Development Bank for resource mobilization.

11. It should be noted that the African Regional Preparatory Meeting for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, held in Addis Ababa from 9 to 11 April 2014, adopted a number of recommendations of direct relevance to the direction and management of the Institute (see A/CONF.222/RPM.4/1), namely the following:

(a) The Meeting recommended that UNODC, in conjunction with relevant regional entities such as the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders, should build on its expertise to develop appropriate indicators and interventions relating to the rule of law, the prevention of crime and violence, and criminal justice. That would enable member States to evaluate the impact of their criminal justice policies and strategies for the strengthening of the rule of law and development;

(b) Member States were encouraged to commit to funding regional institutions, such as the Institute, and to effectively support efforts by Member States aimed at curbing crime, sharing best practices and lessons learned, and coordinating regional efforts, including developing the capacity of national institutions;

(c) The Meeting recommended that the Thirteenth Congress consider those emerging crimes as they affected the African continent and mandate UNODC, in conjunction with the Institute, to provide technical assistance, upon request, to Member States in the African region to strengthen, in line with the United Nations Convention against Transnational Organized Crime, their operational capacity to respond to those crimes.

12. At the same time, concerns regarding financial constraints have continued to undermine prospects of attracting and/or retaining staff, who would contribute and facilitate the development of effective crime prevention and criminal justice responses in Africa and make the Institute a viable source of expertise in that regard. Such constraints have also had a negative impact on the confidence of Member States in the Institute and, in some cases, have led to States seeking technical assistance from better-funded sources of expertise outside the region.

13. Despite those constraints, however, the use of identified proactive expert interventions to strengthen conventional strategies tailored to the realities of the continent has been providing a reliable alternative remedial strategy. The programmes of the Institute currently rely on outsourced skills in order to boost the capacity available to the secretariat. Using cost-sharing and training-of-trainers activities, the Institute has targeted stakeholders at middle policymaking and legislative levels of government. Mobilization visits to African diplomatic missions in Kampala and Addis Ababa are ongoing to raise awareness about the relevance of utilizing expert interventions available at the Institute to address the crime problem in Africa. Representatives of the Institute have also utilized the recently concluded African Regional Preparatory Meeting for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, held in Addis Ababa, to promote this

issue with several national and institutional delegations on the margins of the Meeting's main proceedings.

14. The Institute continues to face the challenge of translating the political and moral support of all Member States into sustainable sources of funding. Meanwhile, despite the meagre resources resulting in less competitive conditions of service at the Institute, opportunities for collaboration with relevant agencies are increasingly being explored to respond to the needs of the African region in the area of crime prevention and criminal justice.

15. The Institute acknowledges the support received from the member States that have maintained their commitment to fulfilling their financial obligations. UNODC, the African Union and the institutes of the United Nations crime prevention and criminal justice programme network have offered substantial assistance in that respect. The persistent call for enhanced bilateral cooperation between the Institute and UNODC was given prominence in General Assembly resolution 68/194, as well as by the African Regional Preparatory Meeting for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice (A/CONF.222/RPM.4/1, para. 14).

III. Substantive programmes and activities

A. Overview

16. The Institute has implemented several programmes, which have contributed to the following:

(a) The visible political goodwill to form regional blocks to promote collaboration among States and institutions to oversee security, commerce and governance;

(b) There has been a growing set of coordinated remedial responses to crime on the basis of technical support facilitating mutual assistance by law enforcement agencies. In that regard, national law enforcement agencies have continued to collaborate at the regional level through the police chiefs cooperation organizations in East, West and Southern Africa. Opportunities now exist for the exchange of useful information, intelligence and other forms of assistance vital for law enforcement in the region to improve responses to the challenges posed by drug trafficking, environmental crime, terrorism, trafficking in persons, money-laundering, cybercrime and the proliferation of firearms;

(c) Regional cooperation is enhanced by building on Africa's geopolitical blocks. The Institute is making efforts to collaborate with those blocks to promote crime prevention programmes as a prerequisite for social development;

(d) Regional jurisdictions are emerging: in East Africa, the East African Court of Appeal, with a mandate from the East African Legislative Assembly; and at the continental level, the African Court of Justice and Human Rights established by the African Legislative Assembly. Local African initiatives for conflict resolution and criminal justice administration are emerging as well. The Kadoma Declaration on Community Service and the Kampala Declaration on Prison Conditions in Africa, as well as the Lilongwe Declaration on Accessing Legal Aid in the Criminal Justice

System in Africa (for the provision of legal aid to inmates through special legal aid clinics), are increasingly being implemented at the national level;

(e) African correctional services are collaborating through the African Correctional Services Association to improve professionalism and promote the application of innovative measures to address community-based sanctions focused on social rehabilitation and reintegration needs of prisoners, largely utilizing locally available resources, while meeting regional and international standards.

17. The Institute has promoted those jointly organized activities within the limits of its funding capacity. However, those activities require continuing professional expert guidance equal to the challenges posed by emerging crime trends with the attendant criminal justice systems. The Institute was established as a regional mechanism to promote crime prevention and criminal justice to harmonize practices and policies to tackle regional challenges. The institute, with its specific mandate in that regard, is making efforts to approach local, national, regional and international crime prevention networks with the aim of building a consortium of partners with a common interest in promoting safety, stability and development.

B. Project activities

18. In the light of the region's needs and the increasing international momentum for practical measures to enhance community-based and human rights-focused crime prevention and criminal justice strategies, the Institute has been identified by national authorities in Africa as a means of spearheading results-oriented technical support to promote popular, innovative and sustainable effective interventions.

19. The programme of work of the Institute for 2013 reflected the requests by African countries for interventions in various areas of national and regional concern, with due consultations with the relevant stakeholders in the region.

1. Research

20. The Institute is processing requests to provide the following assessment and research services:

(a) For Uganda, an evaluation of the community service orders programme;

(b) For Kenya, the implementation of the recommendations of the evaluation of the community service orders programme, carried out by the Institute in 2011;

(c) For the Sudan:

(i) An assessment of the operationalization of alternative dispute resolution in Africa, focusing on prospects for mediation, reconciliation and peacebuilding in areas of armed conflict in Africa;

(ii) An assessment of the relevance of sharia law to crime prevention, security and development in Africa;

(iii) An analysis of prospects for developing and implementing an African initiative or a convention on extradition and mutual legal assistance in Africa. The Institute has prepared a draft treaty on extradition for discussion by the relevant stakeholders;

(d) For Burundi, Ghana, Nigeria, Rwanda, Sierra Leone and the United Republic of Tanzania, technical assistance in drafting legislation on cybercrime;

(e) For Libya, an assessment of challenges related to:

(i) Migrant populations and related crime in the country;

(ii) Prison management, focusing on the reduction of prison populations;

(iii) Illicit firearms and trafficking in drugs and persons;

(iv) Post-conflict criminal justice administration;

(f) For Rwanda, an evaluation of the post-revolution criminal justice alternative dispute resolution system.

21. Implementation of those activities has been constrained by the lack of the required financial resources. In the meantime, the Institute is exploring opportunities for possible support through collaborative and cost-sharing efforts with relevant partner agencies and Member States in the region.

2. Training

Workshop on challenges posed by environmental crime

22. The significance of agro-industrial production in Africa's drive towards economic growth brings into focus the question of environmental protection. The potential for further gains in development lies in how much effort is invested in the preservation and sustained protection of the environment. Agriculture, the mainstay of economic growth in Africa and the bedrock of subsistence, has suffered setbacks attributed to environmental degradation. Reports continue to indicate that poverty, ignorance, an unregulated or flawed business drive and community apathy are factors that have further compounded the downturn in production and also provided an opportunity for outright criminal activity. Reports received from workshop participants in September 2013 pointed to the inherent contradictions in government policies that overemphasize industrial development, often in spite of environmental impact assessment concerns. Reportedly, land in protected areas such as wetlands, forest reserves and green zones has been sacrificed for that reason.

23. Fighting environment degradation requires a multifaceted approach that includes prevention, sustainability, punishment of related crime and specially mandated institutional intervention. In that context, the Institute organized, in September 2013, a workshop for government departments of Uganda responsible for protecting the environment. Participants discussed challenges and strategies for practical interventions to address the management of the environment by enforcing legislation concerning flora and fauna and combating poaching, wild game trophies, illegal lumbering, illegal fishing causing the depletion of species, dumping and the illegal disposal of toxic waste. The responsibility of Governments to protect societies from environmental crimes was discussed, and requests were made not only to equip agencies with technical tools but also appropriate legislative means to facilitate effective responses to such crimes, including the development of regulations providing for appropriate sanctions.

24. Owing to the global nature of emerging environmental challenges, the international community has faced major environmental concerns. In this regard,

guidelines have been established in the framework of various international instruments aimed at facilitating environmental management by countries. Governments are encouraged to ratify those instruments and adhere to international standards, including collaborating with neighbouring countries. The Institute is planning to undertake its role of promoting awareness-raising workshops and training sessions involving all stakeholders in environment protection in all subregions of Africa, a role which is mentioned in the recommendations adopted by the African Regional Preparatory Meeting for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice.

25. In July 2013, the Institute, in conjunction with the Centre for Capital Punishment Studies of the University of Westminster, organized a training workshop on mitigation in capital sentences for law students at universities in Uganda. The training workshop was one of a series of efforts aimed at increasing human rights-based perspectives in judicial decisions. If additional funding becomes available, the training workshop will be replicated in other countries and be broadened to include other stakeholders.

3. Cybercrime

Workshops on effective cybercrime legislation in East Africa

26. In view of the commitment of East African States to fight cybercrime, the Institute co-hosted a training workshop on effective cybercrime legislation in East Africa, held in Dar es Salaam, United Republic of Tanzania, on 22-24 August 2013. The purpose of the workshop was to support countries in the region in the development of effective cybercrime legislation and offer guidance on policy and related responses to the challenges of dealing with cybercrime in East Africa. The workshop aimed to help inform State processes that would lead to legislation that could respond to the challenges of cybercrime. At the workshop, knowledge was exchanged using case studies from each country in order to give primacy to local perspectives; in addition, the workshop provided an analysis of local and regional jurisprudence, the sharing of good practices and interactive participatory sessions encouraging debate on cybercrime in the region.

27. It was observed that perpetrators of cybercrime took advantage of gaps in cybercrime legislation and law enforcement systems in East Africa, leading to a proliferation of illicit activities. Those illicit activities had afflicted the East African block (Burundi, Kenya, Rwanda, Uganda and the United Republic of Tanzania), thus requiring the development of regional collaborative networks aimed at facilitating proactive crime prevention programmes and the promulgation of effective cybercrime legislation, including the harmonization and strengthening of legal frameworks on electronic commerce, focusing on electronic transactions and data protection.

28. It was noted that East African States were at various stages in the development of cybercrime legislation. Kenya and Uganda had enacted some laws on cybercrime, while the United Republic of Tanzania had a draft law for consideration. Burundi and Rwanda still dealt with cybercrime through the application of their general penal codes, as they did not have a specific law on cybercrime. Elsewhere, there were ongoing initiatives at the subregional level (through the Economic Community of West African States (ECOWAS), the East African Community and the Southern

African Development Community) to develop cybercrime conventions, largely reflecting the Council of Europe Convention on Cybercrime of 2001. Those initiatives were mirrored at the regional level, where the African Union was in the final stages of preparing a draft convention on the establishment of a credible legal framework for cybersecurity in Africa.

29. The training workshop was a collaborative project hosted by the United Republic of Tanzania, with funding from the Council of Europe. Workshop recommendations included regional/international cooperation to facilitate resource mobilization, sharing of information/best practices, capacity-building, increased awareness of the rising trend of cybercrime and integrating evidence derived from online sources and other electronic data collection systems as admissible evidence in litigations.

30. In a more recent workshop for East African countries organized by UNODC and held on 27 and 28 May 2014, participants discussed issues related to enhancing cybersecurity, focusing specifically on child online protection, regional and international collaboration and control measures to protect electronic currency transactions, for mobile money services in the region. Requests for further training were submitted to UNODC and the Institute to provide technical assistance to the criminal justice system, for magistrates, judges, prosecutions and defence counsels, in the management of cybercrime cases. Bilateral arrangements between UNODC and the Institute have been undertaken so that the necessary interventions can be made in that regard.

31. With funding from the Council of Europe, a workshop on cybercrime in ECOWAS countries was organized in March 2014. The purpose of the workshop was to support States members of ECOWAS in their collective efforts against cybercrime, including through the harmonization of legislation. Despite the clear commitment to committing resources for empirical and action-oriented remedial interventions against cybercrime, the intensity of the challenges was greater than the capacities of individual African countries to make effective interventions on their own.

32. The workshop called for concerted remedial strategies from relevant regional and international stakeholders, including the Institute. Concerns raised included functional challenges regarding law enforcement, jurisdictional restrictions and criminal justice management with respect to the extraterritorial nature of cybercrime. Other issues included the harmonization of cybercrime legislation and strengthening responses to cybercrime, including appropriate criminal justice responses consistent with multilateral approaches; addressing, inter alia, the need to preserve privacy in the wake of increasing online intrusion; respecting the rights of Internet users; and the protection of children online.

33. It was observed that life activities were becoming increasingly electronic in nature, with virtually every aspect of daily routines being conducted with the aid of electronic appliances. The increasing use of the Internet and other information and communications technology developments in Africa, for legitimate purposes but also for commission of cybercrime, underscored the need to involve telecommunication service providers, as they were major stakeholders, in resolving cybercrime, principally with respect to the unprecedented level of traffic and content data in their custody.

34. The countries represented at the workshop included Cabo Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea-Bissau, Liberia, Nigeria and Sierra Leone.

C. Information dissemination and collaboration

35. In view of its precarious financial situation, the Institute continues to seek innovative measures to maintain connectivity with online visitors of its web page, while, at the same time, utilizing physical delivery of available materials to its partners for sustained collaboration. The acquisition of necessary information/technology resources is crucial to give impetus to the subprogramme on information, documentation and collaboration.

36. The Institute distributes information about its activities to participants at meetings and workshops so that that information can be further shared with other authorities at various levels in the participants' countries of origin. The recent preparatory meeting for the Thirteenth Congress provided ample opportunity to do so.

D. General direction and management

37. The Institute has concluded the consultations with the consultants who carried out the review exercise, which is expected to contribute to the reforms scheduled to give the Institute an optimal functional capacity.

38. Discussions are continuing with the Economic Commission for Africa on the details of the dynamics of the relationship between the Commission and the Institute's member States ahead of the fundamental decisions expected to emerge from the review exercise, which is crucial to the future of the Institute.

39. The Institute has been directing its efforts to sensitizing diplomatic missions and partner institutions in order to mobilize direct support from Governments.

IV. International cooperation and partnerships

40. Given, in particular, the unprecedented new and emerging forms of crime, including cybercrime, the Institute has endeavoured to undertake wide-ranging consultations with its partners and explore available and prospective local, regional and international opportunities for collaboration. The Institute has continued to draw significant technical and knowledge support from the United Nations crime prevention and criminal justice programme network. In addition, a delegation of officials from the Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders visited the Institute in June 2013, with a view to developing inter-institutional relations between institutes that are members of the programme network and creating synergies for joint implementation of activities by using local resources available to each member of the network. Further, the African Union has offered support for joint activities to strengthen capacity in implementing the African Union Revised Plan of Action on Drug Control and Crime Prevention. A mission to the Institute by a high-level representative of UNODC in September 2013 also provided a good opportunity to further strengthen cooperation between the Institute and UNODC. In addition, the recently concluded workshop on

combating and preventing cybercrime in East Africa provided an opportunity for collaboration between the Institute and UNODC in organizing and implementing activities. Opportunities for other, similar activities in the region were also explored.

V. Funding and support

41. The total income of the Institute for 2013 was $322,659.87. That was less than what was received in 2012 ($541,592.94). All sources of income declined during the reporting period, compared with previous years. Income from assessed contributions continued to decline, due to non-payment by the Institute's member States. Income from leased property also declined as only ground rent, a nominal fee, is being received. Only the United Nations grant remained at its 2010/11 level.

42. The total income of $322,659.87 received in 2013 came from the following sources (with income for 2012 shown for comparison):

	2013		*2012*	
Source	*Amount (United States dollars)*	*Percentage of income*	*Amount (United States dollars)*	*Percentage of income*
Member States' assessed contributions	164 362.73	51	196 837.31	36
Grant from the United Nations (2013 portion)	82 900.00	26	257 576.18	48
Other income (interest, premiums and rent)	75 397.14	23	87 179.45	16
Total income	**322 659.87**		**541 592.94**	

43. For the period January-May 2014, the total income of the Institute was as follows (with the same period in 2013 for comparison):

	January-May 2014		*January-May 2013*	
Source	*Amount (United States dollars)*	*Percentage of income*	*Amount (United States dollars)*	*Percentage of income*
Member States' assessed contributions	–	–	35 349.34	27
Grant from the United Nations (2014 portion)	266 900.00	94	82 900.00	64
Other income (interest, premiums and rent)	16 156.38	6	11 754.04	9
Total income	**283 056.38**		**130 003.38**	

A. Assessed financial contributions from member States

44. During the 2013 financial year (January-December 2013), only 5 of the 29 States members of the Institute paid part of their arrears on assessed contributions. Only Uganda and Seychelles paid the current assessed contribution (the 2013 assessed contribution), as seen in the table below:

Paid contributions by States members of the Institute, January-December 2013

Country	*Amount paid in 2013 (United States dollars)*
Libya	29 255.68
Mozambique	15 425.51
Seychelles	75 113.99
Uganda	38 428.89
United Republic of Tanzania	6 138.66
Total	**164 362.73**

45. At the time of reporting, three countries were in the process of remitting a partial payment of their arrears: Kenya, Libya and the United Republic of Tanzania.

46. For the period from 1 January 1989 to 31 December 2010, the average assessed contribution payable by each member State was $4,150, except for six countries, whose assessed contribution ranged between $8,200 and $49,500: Egypt ($28,700), Libya ($49,500), Morocco ($20,500), Nigeria ($47,850), Tunisia ($12,300) and Zimbabwe ($8,200). During the same period, on average, six member States paid their assessed contributions annually. By 31 December 2010, before the revision of the assessed contribution payable by each member State, the accumulated outstanding assessed contribution due from member States amounted to $2,956,264.90.

47. At the fourth extraordinary meeting of the Institute's Governing Board, held in Nairobi on 2 March 2009, the Board approved a proposal submitted by the Secretariat to review assessed financial contributions of States members of the Institute, effective 2011. Following that approval, the average member States' assessed contribution rose from $4,150 to $25,000, except for Egypt, Libya, Morocco and Nigeria (Nigeria's annual assessed contribution, for example, rose from $49,500 to $226,205). Since the revision of the annual assessed contributions, only six countries have managed to pay the revised rates: Democratic Republic of the Congo, Kenya, Malawi, Nigeria, Seychelles and Uganda. The total accumulated outstanding assessed contributions of member States stood at $6,821,958.88 as of 30 April 2014.

48. The continued non-payment of assessed contributions adversely affects the Institute. The Institute's approved budget for 2014/15 is $4,130,685, of which $3,016,056 (73 per cent) is expected to come from Member States' assessed contributions. The money is expected to cover regular payments such as administrative support staff costs, operational expenses and some small activities. Failure to obtain the money, as is always the case, results in failing to meet those costs and, ultimately, failing to execute approved programme activities.

B. United Nations grant

49. As of the biennium 1992-1993, the General Assembly approved a grant of $204,800 to cover the salaries of the Director (D-1) and the Deputy Director (P-5) of the Institute, as well as related administrative expenses (support staff related to the office of the Director and Deputy Director). The other core staff posts of

research adviser, training adviser, information/documentation adviser and administrative/finance officer were funded by the United Nations Development Programme (UNDP) and the Institute through project UNAFRI/RAF/86/048, which ran for the period 1989-1994. UNDP project funding also funded various activities in research and training.

50. UNDP financing for the Institute expired in October 1994. In May 1996, owing to the Institute's serious financial difficulties, particularly as a result of the termination of the UNDP grant, the Institute's management was forced to take the cost-cutting measure of laying off the core professional staff, including the research adviser, training adviser, and information/documentation officer, on the strong advice of the executing agency, the Economic Commission for Africa. The post of administrative/finance officer was retained and charged on the United Nations grant as an item of the administrative costs provided for under the United Nations grant. With the freezing of the three core professional staff posts, the Institute was able to implement its substantive activities only by employing the services of consultants on an ad hoc basis.

51. For the period 1996-2000, the Institute operated without the three substantive core staff costs. Various stakeholders, including the Group of African States of the General Assembly, petitioned the Secretary-General to provide adequate funding to the Institute. Following those requests, the General Assembly approved $175,500 for the biennium, in addition to the previous grant at that time of $204,800, in order to reinstate the three frozen posts of training adviser, research adviser and information/documentation adviser. The revised grant as received of $380,300 was to pay the following budget requirements:

Established post	*Number of posts*	*Salary scale*	*Amount (24 months) (United States dollars)*
Director	1	D-1/step V	56 980
Deputy Director	1	P-5/step IV	49 280
Training adviser	1	P-4/step VI	41 440
Research adviser	1	P-4/step X	44 800
Information/document adviser	1	P-3/step VIII	36 288
Administrative/financial officer	1	P-3/step VI	34 720
Administrative expenses			116 892
Total			**380 400**

Note: The grant has continued at this level up to now.

Request to increase the grant

52. During the seventh ordinary meeting of the Governing Board, held in the Institute, the Secretariat, after making a comparative study of the salary scales offered by similar institutions in Africa, which were similar to those of the Economic Commission for Africa, such as the African Institute for Economic Development and Planning in Dakar, requested the Board to consider adjusting the Institute's salaries and emoluments to match those offered by similar organizations that had been surveyed. The Board endorsed the recommendation. However, since the salary of the core professional staff was defrayed through the United Nations grant, it was decided that an appeal should be made to the General Assembly,

through the Conference of Ministers of the African Union, to increase the grant to cover the revised salaries. Before the formal request could be presented to the Conference of Ministers, it was learned that, in the opinion of the Secretary-General, the application of the United Nations salary scales to the Institute, which had its own staff and financial regulations, should be conditional on the extensive revision of the Institute's rules in order to accommodate the related provisions of the staff and financial rules of the United Nations.

53. At the ninth session of the Governing Board, held in Kampala on 21 and 22 June 2004, the issue of adjusting the Institute's staff and financial rules to accommodate the related provisions of the United Nations Staff Regulations and Rules was put on the agenda for consideration and adoption. However, the Board resolved that examination of those should form part of the overall review exercise of the Institute, which had been proposed earlier. The adjustment of the salary scales effective at that time to the current levels, as a temporary remedy until the staff salaries could be made equal to those of the Economic Commission for Africa, was made, as directed by the Board. Therefore, since the biennium, core professional staff costs of the Institute were adjusted as follows:

Established post	*Number of posts*	*Salary scale*	*Cost for 2012-2014 (24 months) (United States dollars)*
Director	1	D-1/step VIII	123 760
Deputy Director	1	P-5/step X	105 728
Training adviser		P-4/step IX	84 560
Research adviser	1	P-4/step X	89 600
Information/document adviser		P-3/step VII	82 280
Administrative/financial officer	1	P-4/step VIII	82 880
Non-salary cost			142 352
Total			**711 760**

54. It is this difference of $331,360 between the previous salaries ($380,400) and the adjusted salaries ($711,760) that is the amount that the Institute is requesting as an additional amount to the current grant.

C. Other income

55. The following revenue was received for the period January 2013 to May 2014:

Source	*January-May 2014*	*January-December 2013*
Other income (interest, premiums and rent)	16 156.38	75 397.14
Total income	**16 156.38**	**75 397.14**

VI. Future of the Institute

56. The countries in the African region must find common ground in addressing challenges posed by organized crime and scale up and integrate their efforts in this regard. This vision has been well articulated by the relevant national authorities at

various meetings and supported by their resolve to form regional mechanisms to promote cooperation on matters related to crime prevention and the strengthening of the criminal justice administration. The challenges posed by transnational organized crime have underscored the significance of collaboration as an emerging approach to regional challenges. Consistent with its mandate in this regard, the Institute remains central in the realization of this ideal.

57. The future of the Institute should be based on the real possibilities of a reinvigorated entity with a multiplicity of programmes of functional significance to the future of this collaboration and subsequent harmonization of national and regional approaches. The need for increased cross-border programmes and activities, through implementing shared infrastructural systems and ensuring the availability of funds for crime prevention programmes, is reflected in the activities planned by the Institute, which are focused on responding to the region's needs. Because crime directly affects socioeconomic development, it can be addressed through visible policing measures in the short term, as well as through crime prevention strategies that tackle the social and developmental problems thought to facilitate crime, while bearing in mind the complexity of the causes of crime. This requires investing in people as the productive and creative core of the economy and empowering especially the poor and vulnerable majority with programmes premised on the partnership between the public and private sectors for creating employment on a massive scale, while building a powerfully relevant vocation-oriented educational system to support skill-instilling opportunities for a vibrant economy. This is expected to facilitate economic growth and to improve the quality of life for the poor.

58. The conceptualization of crime prevention within national planning and key economic policy developments should acknowledge the links between crime and economic development, thus making crime prevention a recognized key national priority. This recognition should be sustained and subject to periodic reforms after reviews of systems. This will require proactive planning and allocation of resources for effective crime prevention. The short-term measures could focus more on community safety and would require proficiency and innovation in police responses and multisectoral approaches to address the increasing levels of the public's fear of crime, through public participation and shared responsibility, while also integrating private sector entities as key stakeholders in public safety and stability premised on their corporate social obligations.

59. It is important that crime prevention efforts should result in recognized and coordinated responses to crime and offer a greater role for civil society and communities in the prevention of crime. In considering the processes that should be followed, the Institute should have a leading role and can contribute, based on its wide network of experts and unique relationship with African countries, to implementing appropriate crime prevention and criminal justice responses, based on innovative alternatives to the crime problems affecting the region.

VII. Conclusion

60. The general trend appears to be that criminal activities in the region have become better organized and more sophisticated, while the successes achieved in

crime control have largely been due to global and regional cooperation. Despite some successes in pursuing high-profile criminals, crime is a dynamic phenomenon, requiring continuous efforts of intervention, including in the area of cybercrime.

61. The future of effective crime prevention and criminal justice lies in global and regional cooperation, which has the potential to transform the African region, where efforts are being made to counter the impact of sophisticated transnational organized crime, through capacity-building, funding support, technical assistance and information-sharing.

62. It is vital that, for countries in the region to take bold measures to improve investment in crime prevention in order to reverse the disproportionate incidence of proliferating crime, institutions mandated to bring about this change of paradigm need to be supported. Despite capacity challenges, the Institute has demonstrated its relevance to fostering sustained development, a stable and prosperous continent through capacity-building, collaboration and institutional development in criminal justice agencies and civil societies. Building on the work done and successes achieved by the Institute, it should receive due consideration for support to strengthen it as a regional platform. The mandate of the Institute covers, inter alia, undertaking policy-oriented surveys, studies and research and assisting in the development of information and databases on crime, crime prevention and criminal justice, and the promotion of cooperation, collaboration and coordination of efforts among Governments in the formulation and harmonization of common policies and the exchange of information on crime prevention and control. Based on the unique relationship of the Institute with its member States, opportunities for activating valuable programmes to address crime in Africa will be crucial, cost-effective and relevant.

63. Through its programme of work, the Institute has raised awareness about the growing patterns and trends of crime as they have emerged in the region. Subsequent action plans implemented by the Institute have put Africa in a key position to benefit from sharing of experiences, information exchange, adoption of best practices and tapping available expert guidance from the Institute and its coalition of partner agencies. Successes recorded in fighting crime have benefited largely from the ongoing technical capacity available at the Institute. The Institute is offering training modules tailored to address regional needs in peacemaking processes, peacekeeping, alternative dispute resolution mechanisms and criminal justice initiatives based on relevant traditional value-based practices, refining electoral processes, strengthening good governance and promoting the rule of law to pre-empt conflicts which breed criminal acts.

64. On the basis of those modules, professional interventions in crime prevention and criminal justice in Africa can be improved, making the region safer and more attractive for local and foreign investment to improve national economies, which in turn will drive the crime prevention agenda. There is a need to give impetus to activities that are increasingly focused on addressing the crime problem.

65. Pursuant to the resolutions of the General Assembly, the Economic and Social Council, the African Union and the Institute's Governing Board, the Institute reiterates its appeal to the donor community, partner agencies, the African Union and the United Nations for sustained support with which to assist African States in addressing crime prevention and criminal justice in a concerted manner.